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Defense Resources Management Institute (DRMI)

DRMI Newsletter

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2014-10

## DRMI Newsletter / October 2014

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# DRMI Newsletter

Issue 49

[www.nps.edu/DRMI](http://www.nps.edu/DRMI)

October 2014

## DRMI Program Mission

Established in 1965, DRMI's mission is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics, and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

### Send Us Your News!



Get promoted? Change jobs? We want to hear from you! Stay connected with DRMI by sending us your news and making sure we have your current email address. When a new newsletter becomes available, we'll send you an email with a newsletter link so you can keep in touch with your classmates and stay informed on the latest with DRMI. Send your news to [drmiadmin@nps.edu](mailto:drmiadmin@nps.edu).

### Connect With DRMI on Facebook!



Did you know that DRMI is on Facebook? Add DRMI Courses as a friend at [www.facebook.com/drmi.courses](https://www.facebook.com/drmi.courses) to stay in touch with past, present, and future DRMI participants.

### Newsletter Credits

Executive Director: *Dr. Natalie Webb*

Editor: *Ms. Kathleen Bailey*

Assistant Editor & Photo Manager: *LTC Bryant Schumacher*

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**Natalie Webb**  
Executive Director,  
DRMI

## Natalie's Nuggets

### A Word From the Executive Director

DRMI recently finished the 45<sup>th</sup> iteration of its flagship Senior International Defense Management Course (SIDMC). The course included 35 senior civilian and military leaders from 25 allied and partner nations. These distinguished leaders came from the following countries: Argentina, Canada, Colombia, Denmark, Egypt, Finland, Germany, Indonesia, Italy, Jordan, South Korea, Kosovo, Lebanon, Liberia, Malaysia, Moldova, Poland, Qatar, Saudi Arabia, South Africa, Sweden, Switzerland, Ukraine, the United Arab Emirates, and the United States.

DRMI faculty, led by Associate Professor Eva Regnier who revised the course last year, developed the class to help participants make better connections from strategic planning through to the budgeting process. Employing lectures, small group discussions, guest speaker presentations, and faculty events, the DRMI faculty facilitated participants' exploration of mutually beneficial concepts and practices in resources management. Over the four-week course, participants applied DRMI-developed resources management tools to varying leadership roles of a fictional nation, Drmecia.

Additionally, DRMI's Field Studies Program, which offered different social and cultural activities, increased the participants' opportunities to interact with one another, with DRMI and NPS faculty and staff, and with special guests. The following senior defense leaders addressed the class this year: Honorable Michael McCord, Under Secretary of Defense (Comptroller)/Chief Financial

Officer, Office of the Secretary of Defense; Dr. Daniel Chiu, Deputy Assistant Secretary of Defense for Strategy and Force Development, OSD (Policy); and Ms. Pamela Mitchell, Director, Defense Human Resources Activity, OSD (Personnel & Readiness). Vice Admiral (ret.) Ronald A. Route, U.S. Navy, President of the Naval Postgraduate School, also addressed the class.

U.S. Air Force Brigadier General Tim Fay, one of two course leaders, stated in his closing remarks that he appreciated the opportunity to use course concepts in a practical application of risk management decision making in an uncertain security and challenging fiscal environment. He also noted that, "The international perspectives and the wide range of experiences that the participants bring to the class really allow us to learn from each other and ensures our ability to make good decisions."<sup>1</sup>

Other course participants expressed their appreciation for the experience. Mr. Faruk Geci, Director of Policy and Plans, Kosovo Ministry for Kosovo Security Forces (MKSF) stated, "This is a great opportunity for me and my country. I will take all of this back to Kosovo. It will help us to conduct strategic planning in a resource scarce environment." He, too, found the mix of participants useful, "It is unique in that it gathers senior people from all around the world and gives them the opportunity to collaborate at the strategic level."<sup>2</sup>

Ms. Rebecca Ingmarsdotter, the civilian head of the Swedish Armed Forces Defense Staff's PRIO Department, which is currently integrating a system of financial and resource management tools, was uncertain of what to expect at NPS. She did express, however, that Sweden has sent a representative to nearly all SIDMC courses since the 1960s, and 90 percent of Sweden's flag officers—and at least two supreme commanders—have attended the course. She stated, "I am very impressed, it really gives us the best of both worlds, PhDs coupled with defense leaders...you are given general tools that are narrowed to a defense focus and are then able to apply them through discussions with leaders from the U.S. and other countries."<sup>3</sup>

As much as DRMI participants had to say to faculty and staff about our outstanding work, we would like to recognize the exceptional contributions of each and every participant. This year's class represented many of the best defense organizations in the world. The participants jumped into the course with both feet, immediately formed bonds of respect and trust that led to excellent discussions on resources management, world affairs, and many other topics, and made lasting friendships that we predict will persist long after the class ended. At DRMI, we are thankful for the opportunity to work with such an esteemed group. This kind of experience makes us confident that together, we can accomplish our common goals, which makes us all stronger. ■  
(Endnotes on pg. 15.)



From left to right: U.S. Air Force Brig. Gen. Tim Fay, DRMI Director Dr. Natalie Webb, Mr. Faruk Geci with Kosovo's Ministry for Kosovo Security Forces, and Ms. Rebecca Ingmarsdotter, the civilian head of the Swedish Armed Forces Defense Staff's PRIO Department (Photo by Javier Chagoya).



## DRMI Headlines

### DRMI Concludes 45<sup>th</sup> Annual Senior International Defense Management (SIDMC)

DRMI concluded its 45<sup>th</sup> annual Senior International Defense Management Course (SIDMC) on 28 August 2014. The SIDMC had 35 participants from the following 25 countries: Argentina, Canada, Colombia, Denmark, Egypt, Finland, Germany, Indonesia, Italy, Jordan, Kosovo, Lebanon, Liberia, Malaysia, Moldova, Poland, Qatar, Saudi Arabia, South Africa, South Korea, Sweden, Switzerland, Ukraine, the United Arab Emirates, and the United States. The SIDMC is for flag and general rank mili-



*Major General Jean-Marc Lanthier,  
Canadian Army, at SIDMC graduation*

tary officers and equivalent-level civilian officials from around the world. In this course, participants developed skills and insights suitable to strategic-level decision-making and management, and addressed contemporary security challenges. Participants left with an enhanced ability to budget resource requirements and to evaluate and manage relationships among national security objectives, defense strategies, program alternatives, and capabilities.

Throughout the course, distinguished guest speakers addressed the class (listed in order of appearance):

- Dr. Daniel Y. Chiu, Deputy Assistant Secretary of Defense for Strategy and Force Development, Office of the Secretary of Defense;
- Dr. David W. Titley, Rear Admiral (ret.), U.S. Navy, Professor of Practice, Department of Meteorology, Pennsylvania State University and founding Director of Penn State's Center for Solutions to Weather and Climate Risk;

- The Honorable Michael McCord, Under Secretary of Defense (Comptroller) and Chief Financial Officer, Office of the Secretary of Defense
- Dr. Alan G. Stolberg, Colonel (ret.), U.S. Army, Coordinator, Defense Education Enhancement Program (DEEP) and a member of the Defense Institution Building Management Team at the RAND Corporation;
- Vice Admiral (ret.) David Pekoske, U.S. Coast Guard, Group President, National Security, A-T Solutions, Inc.;
- Ms. Pamela S. Mitchell, member of the Senior Executive Service, and Director of the Defense Human Resources Activity (DHRA) in the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)); and
- General (ret.) Michael P. C. Carns, U.S. Air Force (USAF), former Vice Chief of Staff, USAF.

The speakers discussed a variety of interesting topics, to include the following: utilizing strategic thinking to counter cyber threats, the U.S. Department of Defense (DoD) budget execution process, the importance of linking strategic plans to resources and budgets, why climate change is a national security issue, managing DoD human civilian resources, and innovation and building innovative organizations, among other things.

SIDMC participants also attended presentations from the following NPS-affiliated speakers (listed in order of appearance):

- Dr. Charles J. LaCivita, former DRMI Executive Director;
- Dr. Daniel A. Nussbaum, Chair of the Energy Academic Group at NPS, and former Director, Naval Center for Cost Analysis;
- Dr. Gail Fann Thomas, Program Manager of Strategic Communication at the Center for Executive Education at NPS; and
- Dr. Richard Doyle, former Associate Professor of Public Budgeting at NPS.

Dr. LaCivita lectured on the economic environment of defense management.

Dr. Nussbaum discussed strategic costs issues. Dr. Thomas lectured and led an exercise on strategic communication, and Dr. Doyle delivered a talk on legislative affairs.

DRMI also held four "Faculty Forums" for interested SIDMC participants. These forums gave participants the opportunity to dive more deeply into subject areas of special interest in discussion with some of DRMI's subject matter experts. Associate Professor Diana Angelis talked about performance management, Professor Robert McNab discussed terrorism and development, Professor Francois Melese spoke about anti-corruption and transparency, and Professor Anke Richter discussed preparing for pandemics, humanitarian assistance, and disaster response.

Additionally, the SIDMC included important cultural experiences, sponsored by DRMI's Field Studies Program (FSP). For example, DRMI faculty and staff joined participants in a team-building event at a bowling alley in Monterey. As part of the course, participants also took a tour of the Monterey area, visiting Pacific Grove, Carmel, Point Lobos, and Big Sur.

Furthermore, participants attended a reception at the Hilton Garden Inn with NPS and Defense Language Institute Foreign Area Officers (FAOs). This gathering provided a great opportunity to foster interactions between the FAOs and SIDMC participants, which directly contribute to U.S. security cooperation. From 15-17 August, participants traveled to San Francisco where they visited Pier 39, the U.S.S. Hornet, the Exploratorium, and the Golden Gate Bridge, among other attractions.

The course concluded with a closing reception on 27 August and a graduation luncheon in the Barbara McNitt Ballroom at NPS on 28 August. At the luncheon, participants received certificates for the completion of the course.

## DRMI Headlines (cont.)

### DRMI Faculty Conduct Naval Air Systems Command (NAVAIR) Leadership Development Program Course



Kent Wall

DRMI faculty conducted the third of three courses on behalf of the Naval Air Systems Command (NAVAIR) Leadership Development Program. NAVAIR selects participants from its civilian workforce to attend the leadership courses. Professor Kent Wall, Associate Professor Diana Angelis, and Assistant Professor Cameron MacKenzie shared the course teaching responsibilities for 23 participants at the Patuxent River Naval Air Station in Patuxent River, MD from 14-18 July. The professors assisted the participants in developing their final presentations to senior NAVAIR leadership. The participants, divided into small groups, identified an issue to improve NAVAIR's operations, and the professors helped them apply the techniques of analytical decision making to include identifying the correct decision problem, structuring objectives, and evaluating alternatives. For additional information on the NAVAIR course, please see the following NAVAIR News release: [www.navair.navy.mil/index.cfm?fuseaction=home.NavairNewsStory&id=5695](http://www.navair.navy.mil/index.cfm?fuseaction=home.NavairNewsStory&id=5695) ■

## Resident Programs

### DRMI Concludes First Foreign Area Officer (FAO) Resources Management Course (RMC)

Professor Francois Melese, Assistant Professor Jay Simon, Senior Lecturer Luis Morales, and Faculty Associate-Instructor Ms. Charlie Orsburn delivered a tailored five-day Resources Management Course (RMC) from 23-27 June to 12 U.S. Army Foreign Area Officers (FAOs) currently undergoing foreign language training at the Defense Language Institute, Presidio of Monterey. The RMC focused on best practices for the allocation of scarce defense resources and analytical decision making concepts. The FAOs can use these concepts to help their respective countries evaluate alternative approaches for utilizing scarce Foreign Military Sales (FMS), Foreign Military Financing (FMF), and International Military Education and Training (IMET) financial resources that maximize mutual security cooperation objectives. Another unique aspect of this tailored course was the faculty's inclusion of a "Cultural Detective" exercise that Ms. Orsburn conducted. The exercise focused on teaching participants to understand difference cultural values and behaviors.



Francois Melese

### Defense Resources Management Course (DRMC) 14-3 Concludes

DRMI concluded Defense Resources Management Course (DRMC) 14-3 on 11 July. The course began on 16 June with 34 participants, 22 of whom were internationals. This class had representation from the following 11 countries: Brazil, Germany, Saudi Arabia, the United States, Hungary, Malaysia, Israel, Pakistan, Italy, Turkey, and Estonia. During the course, DRMI faculty taught participants how to analyze the tradeoffs among competing goals and alternatives in terms of their costs, effectiveness, and risks.

### DRMI Faculty Conduct Multiple-Criteria Decision Making Course (MCDQM)

DRMI faculty conducted a Multiple-Criteria Decision Making Course from 14-25 July. The course included 16 participants from the United States, Colombia, Israel, Saudi Arabia, and Turkey. DRMI faculty provided lectures and case studies to develop the tools needed to address decision problems with many objectives, which are often conflicting. Participants applied the techniques to projects of their own choosing, based on issues faced within their own organizations, and presented their work to the class on the final day of the course.



NAVAIR Leadership Development Program participants at Naval Air Station Patuxent River (U.S. Navy Photo).



## Resident Programs (cont.)

### DRMI Holds Indonesian Resources Management Course (RMC)

DRMI held a resident Indonesia Resources Management Course (RMC) from 14-25 July in Monterey. The Indonesian RMC had 17 participants from the Indonesian Defense University. During the RMC, participants studied the efficient and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. As part of the Field Studies Program, the participants took a trip to San Francisco to experience urban American culture.

### Defense Resources Management Course (DRMC) 14-4 Concludes

DRMI faculty concluded the four-week Defense Resources Management Course (DRMC) 14-4 on 26 September. The course, which began on 3 September, had 43 participants—22 of whom were internationals—from the following 12 countries: Argentina, Denmark, Germany, Italy, Jordan, Korea, Macedonia, Oman, Saudi Arabia, Turkey, Ukraine, United States. On 6 September, through the Field Studies Program, participants had the opportunity to see Historic Monterey, Pacific Grove, and Carmel on the Monterey Peninsula Tour. On 24 September, Ms. Glenda Scheiner, Director, Human Capital & Resource Management at Office of the Under Secretary of Defense (Comptroller), delivered a guest lecture to the class. The course covered a variety of interesting topics and overviewed the long-term implications of today's decisions by analyzing tradeoffs among competing goals and alternatives in terms of their costs, effectiveness, and risks.

### DRMI Commences International Defense Management Course (IDMC) 15-1

DRMI will welcome the International Defense Management Course (IDMC) 15-1 participants on 6 October. At time of press, the IDMC has 32 participants, all of whom are internationals, from the following 24 countries: Armenia, Belize, Bulgaria, Croatia, Czech Republic, Fiji, Gambia, Latvia, Lebanon, Lesotho, Liberia, Lithuania, Macedonia, Mongolia, Morocco, Niger, Pakistan, Romania, Saudi Arabia, South Korea, Taiwan, Tunisia, Ukraine, and Uruguay. The ten-week

course will integrate analytical concepts, principles, methods, and techniques drawn from the disciplines of management, economics, and quantitative methods. The course concludes on 12 December. ■

## Mobile Programs

### DRMI Faculty Conduct Defense Institution Building Workshop in Serbia



*Diana Angelis*

Associate Professor Diana Angelis and Professor Daniel Nussbaum (Operations Research Department, NPS) presented a workshop entitled, "Cost Models and Analysis" in Belgrade, Serbia from 16-19 June. Twenty-two participants from Serbia attended the workshop. The workshop's objective was to improve participants' estimation of future cost implications for alternative courses of action that their organization may be considering.

### DRMI Faculty Conduct Defense Institution Building Workshop in Republic of Tajikistan



*Jonathan Lipow*

DRMI conducted its 5th Defense Institution Building (DIB) workshop in Dushanbe, Republic of Tajikistan, 16-20 June. Along with DRMI, the Office for Military Cooperation at the U.S. Embassy Dushanbe, regional and country desk officers at U.S. Central Command, and representatives of the Office of the Secretary of Defense (the DIB Management Team) were involved in planning and coordinating the event. The title of the workshop was "Successful Budgeting Approaches for Strategy Implementation." Associate Professor Jonathan Lipow and Senior Lecturer Allan Polley presented insights on how to help the Tajik defense forces better prepare for and execute multi-year budgets that meet their strategic needs. Strong regional partners here and elsewhere in Central Asia are in the interests of U.S. national security. Eight participants from the Tajik Customs

Service, Interior Forces, and National Security Council attended the workshop.

### DRMI Faculty Conduct Defense Institution Building Workshop in Republic of Macedonia

DRMI conducted its 1st Defense Institution Building (DIB) workshop in Skopje, Macedonia, 23-25 June. The purpose of the event was to follow up on the Planning, Programming, Budgeting and Execution System (PPBES) Assessment that DRMI conducted for the Macedonian Ministry of Defense last year. DRMI faculty, Professor Natalie Webb and Senior Lecturer Allan Polley, focused the workshop on 1) connections between the military goals in the Long-Term Defense Development Plan and the national strategic goals, 2) how well the budget preparation process links budgets to desired outcomes, and 3) on how well the financial management process works and whether budget decisions are implemented as intended. Nineteen participants attended the workshop.



*Al Polley*

### DRMI Faculty Conduct Defense Resources Management Course in Honduras

Professor Francois Melese, Assistant Professor Cameron Mackenzie, Lecturer Peter Bertelsen, and Lecturer Jan zurLippe (Major, U.S. Marine Corps) conducted a defense resources management course from 28 July–1



*Peter Bertelsen*

August at the National Defense College in Tegucigalpa, Honduras. The course had 32 participants—17 military officers and 15 civilians from both government agencies and civilian organizations. The course covered analytical methods and economic tools, such as decision making at the margin, cost accounting, and cost-effectiveness. For the final project, DRMI faculty required participants to develop a five-year resource allocation plan for the fictional country, Drmecia. This was DRMI's 23rd mobile defense management course in Honduras and

## Mobile Programs (cont.)

it was part of the Defense College's nine-month Senior National Defense Course.

### DRMI Faculty Conduct Resources Management Course in El Salvador



Anke Richter

Professor Anke Richter, Assistant Professors Laura Arme y and Cameron MacKenzie, and Lecturer Bryant Schumacher (Lieutenant Colonel, U.S. Army) delivered a one-week Resources Management Course in San Salvador, El Salvador from 8-12 September. The class had a very diverse set of participants, drawn from both the Salvadoran military as well as from several civilian ministries and regional governments. The 38 participants came from the ministry of defense, army, navy, and air force as well as the ministries of economics, finance, health, and the regional governments of San Salvador and Antigo Cuscatlan. The discussion periods were very interesting and fruitful given these diverse perspectives. DRMI faculty presented a series of lectures, case studies, and problems that provided participants the analytical basis for resources management and allocation. This was DRMI's 10<sup>th</sup> course in El Salvador and DRMI greatly enjoys the on-going relationship.

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### Jordan Human Capital Resources Management Course (HCRM)



Jomana Amara

Associate Professor Jomana Amara, and Senior Lecturers Luis Morales and Stephen Hurst conducted the Human Capital Resources Management (HCRM) course in Amman, Jordan from 14-25 September. Human capital resources are a top priority in Jordan as the Jordanian Armed Forces (JAF) are reforming the management of their human resources. DRMI faculty introduced strategic planning and economic con-

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cepts, which established a framework for making human capital resource allocation decisions. Additionally, they presented total force management concepts, which included an integration of active and reserve forces, civilians, and contractors. Faculty also focused on managing the force and covered topics ranging from screening and selection to separation and retirement of military personnel. The 23 HCRM participants worked on a team that developed and presented a group project on a human resources related challenge within the JAF. ■

## Research and Publications

### MacKenzie Publishes



Cameron MacKenzie

a disruption, such as an oil spill:

MacKenzie, C.A., Baroud, H., & Barker, K. (2014). Static and dynamic resource allocation models for recovery of interdependent systems: Application to the Deepwater Horizon oil spill. *Annals of Operations Research*. In press.

Dr. MacKenzie and two colleagues, Theodore Trafalis and Kash Barker, have a forthcoming paper that develops a data mining tool to evaluate outcomes probabilistically:

MacKenzie, C.A., Trafalis, T.B., & Barker, K. (2014). A Bayesian beta kernel model for binary classification and online learning problems. *Statistical Analysis and Data Mining*. In press.

### Simon and Regnier Publish

Assistant Professor Jay Simon, Associate Professor Eva Regnier, and Research Associate Laura Whitney recently published a paper examining the energy objectives of the United States Department of Defense:



Jay Simon

Simon, J., Regnier, E., & Whitney, L. (2014). A value-focused approach to energy transformation in the United States Department of Defense. *Decision Analysis* 11(2) 117-132. ■

## DRMI Faculty Service

### Regnier and Simon Present Work at Advances in Decision Analysis Conference

Associate Professor Eva Regnier and Assistant Professor Jay Simon attended the 2014 Advances in Decision Analysis conference from 16-18 June in Washington, DC. Dr. Regnier presented a paper titled, "Evaluating Sequences of Probabilistic Forecasts," and Dr. Simon presented joint work with Professor Kent Wall titled, "Interpreting Output of Simulation-Based Sensitivity Analysis of Preference Parameters."



Eva Regnier

### Regnier and Bailey Present at Energy Systems Technology Evaluation Program (ESTEP) Interim Program Review (IPR) and Proposal Presentations Event

Associate Professor Eva Regnier and Faculty Associate-Research Kathleen Bailey made presentations at the Interim Program Review (IPR) of the Energy Systems Technology Evaluation Program (ESTEP). Dr. Regnier received funding from the Office of Naval Research (ONR) to conduct cost-benefit analyses of energy technology demonstration projects at Department of Navy (DoN) installations. The value of learning is one of the most important benefits of technology demonstration projects. Learning about the performance of the technology is one piece. A second learning contribution is



Kathleen Bailey

## DRMI Faculty Service (cont.)

the development of a DoN workforce experienced in working with the new technology. Ms. Bailey researched the value of workforce development for organizations, as applied to ESTEP. Dr. Regnier and Ms. Bailey presented their findings at the IPR from 22-23 July in Watkins Hall at NPS.

Representatives from the NPS Energy Academic Group (EAG), the ONR, Surface and Naval Warfare System Command (SPAWAR) Systems Center Pacific, Naval Facilities Engineering Command (NAVFAC) Headquarters, NAVFAC Engineering and Expeditionary Warfare Center (EXWC), San Diego State University, and Environmental Security Technology Certification Program (ESTCP) Energy and Water Program also attended and presented at the IPR. Researchers made compelling presentations on the progress of their work and IPR participants offered feedback and suggestions for improvement.

### Simon Serves as Editor and Reviewer

Assistant Professor Jay Simon continued to serve as an Associate Editor and a reviewer for papers submitted to *Decision Analysis*, a journal published by the Institute for Operations Research and the Management Sciences (INFORMS).

### Sullivan Serves as Reviewer



Ryan Sullivan

Assistant Professor Ryan Sullivan reviewed papers at *American Economic Journal: Economic Policy*; *Journal of Human Capital*; *Public Budgeting and Finance*; *Peace Economics, Peace Science, and Public Policy*; and *Tobacco Control*.

### DRMI Faculty Attend Western Economic Association International (WEAI) 89th Annual Conference

Several DRMI faculty attended the Western Economic Association International (WEAI) 89th Annual Conference from 27 June to 1 July at the Grand Hyatt Denver in Denver, CO. At the WEAI all faculty presented their work, some served as discussants on papers, and one organized and chaired a session.



Robert McNab

Professor Robert McNab presented a paper he co-authored with Dr. Mie Augier and Mr. Jerry Guo entitled, "Did defense expenditures contribute to the Chinese 'miracle'? A perspective on the contribution of defense expenditures to economic growth for the People's Republic of China: 1962-2008." Dr. McNab also discussed a paper on information time latency in networked operations.

Associate Professor Jomana Amara served as the session organizer and chair for "Defense economics: Women in Service" where she presented a paper that she co-authored with Drs. Katherine M. Iverson, Maxine Krengel, Terri K. Pogoda, and Ann Hendricks of the U.S. Department of Veterans Affairs. The paper was entitled, "Anticipating the TBI-related health care needs of woman veterans following the Department of Defense change in combat assignment policy." Additionally, Dr. Amara discussed a paper about using an analytic hierarchy process analysis to find a solution for inequality among commanders in the Republic of Korea's reserve forces.

Associate Professor Diana Angelis co-presented a paper she wrote with former DRMI Lecturer Michael McPherson (Lieutenant Colonel, U.S. Air Force) entitled, "Using cost-effectiveness over time." Dr. Angelis also co-authored a paper with Senior Lecturer John Dillard (Colonel, U.S. Army, retired) of NPS's Graduate School of Business and Public Policy, and Associate Professor David Ford from Texas A&M University. Dr. Angelis presented the paper entitled, "Real options in military system acquisition: The case study of technology development for the Javelin anti-tank weapon system," on behalf of her co-authors.

Faculty Associate-Research Kathleen Bailey presented a paper she co-authored with Dr. Robert McNab entitled, "Brazil for sale? Does Sino-Brazilian trade or investment significantly influence Brazil's United Nations General Assembly (UNGA) Voting Pattern?" ■

## Faculty and Staff News

### Morales Receives Official Recognition of Promotion

Lecturer Luis Morales (Lieutenant Colonel (ret.), U.S. Army) officially received his promotion to Senior Lecturer. NPS selected Mr. Morales for promotion to Senior Lecturer in recognition of his superior performance as a lecturer and for his outstanding contributions and service to DRMI from 2004 through 2014. Mr. Morales was unable to attend the Annual Promotion and Tenure Ceremony held in May 2014. DRMI's Professor Robert



RADM (ret.) Ronald Route and Luis Morales

McNab read Mr. Morales's promotion award citation and NPS President Ronald Route presented the promotion certificate at the NPS Deans and Chairs meeting on 21 July.

### Orsburn Receives Honorary Degree, Leads Cross-Cultural Simulation and Lecture



Charlie Orsburn

On 4 September, Ms. Charlie Orsburn, DRMI Faculty Associate-Instructor, led her eighth iteration of a cross-cultural simulation and lecture for the Information Operations Qualification Course (FA 30 QC) at Fort Leavenworth, Kansas. Twenty participants attended the simulation—18 from the U.S. Army reserve, guard, and active duty personnel, as well as two international participants, from Canada and New Zealand. FA 30 QC is the only credentialing course for U.S. Army functional area (FA) 30, Information Operations Proponent Office (USAIPO) designated officers. The FA 30 QC provides FA 30 officers with the requisite knowledge and competencies to



## Faculty and Staff News (cont.)

successfully serve on staffs from basic combat training through corps headquarters. FA 30 officers who have successfully completed FA 30 QC and who have finished an operational assignment are eligible to compete for a slot at NPS to receive a Master's of Science in Joint Information Operations.

At the completion of the course Ms. Orsburn received a diploma as an honorary graduate of FA 30 QC. The USAIPO bestows this honor on very few individuals, and it is a particularly rare occurrence for them to recognize civilians in this manner. Former Director of FA 30 QC, John Warner, presented the diploma,

which he and Lieutenant General Robert Brooks Brown, Commanding General of the U.S. Army Combined Arms Center and Fort Leavenworth, signed.

### DRMI Hosts Roessel as Visiting Scholar



Thomas Roessel

DRMI is currently hosting Mr. Thomas Roessel, who arrived on 28 August, as a visiting scholar. The German Ministry of Defense has assigned him to DRMI until the end of August 2015. Prior to his deployment to NPS he worked for

the Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support in Coblenz, Germany. As a graduate in business administration (Diploma University of Cologne) he was part of the financial management team in Europe's biggest PPP-IT-Project called "HERKULES," which seeks to fundamentally renew the entire civilian IT-Infrastructure of the German Military ("Bundeswehr") within 10 years by the end of 2016.

At DRMI he will research and analyze economic questions of capabilities-based management topics in the context of current challenges to security policy. ■

## Noyes Receives International Military Student Officer (IMSO) Award, Attends IMSO Workshop

In recognition of her hard work and numerous contributions to DRMI, Ms. Kathleen (Kathi) Noyes, DRMI's Administration Officer and International Military Student Officer (IMSO) won the IMSO of the Year (Large Command) award. Nominated by DRMI Executive Director Dr. Natalie Webb, the Naval Education and Training Security Assistance Field Activity (NETSAFA) granted the award to Ms. Noyes at the 25<sup>th</sup> annual Maritime IMSO Workshop in Pensacola, FL on 18 September.



Kathi Noyes accepts IMSO of the Year award from Captain Douglas Heady.

Rear Admiral Michael S. White, U.S. Navy, Commander, Naval Education and Training Command, Pensacola, FL signed the award citation and Captain Douglas E. Heady, 12<sup>th</sup> Commanding Officer of NETSAFA presented it, along with a glass trophy, to Ms. Noyes.

The citation reads as follows: "Commander, Naval Education and Training Command, takes pleasure in presenting a LETTER OF COMMENDATION to Ms. Kathleen M. Noyes for service as set forth in the following: For professional achievement while supporting International Military Students at the Defense Resources Management institute, Monterey, California, from October 2013 to September 2014. Ms. Noyes' dedicated efforts and solid commitment to the Security Assistance Training Program resulted in the successful training and liaison management of 399 international students from 76 countries. Ms. Noyes' exceptional diplomacy and initiative were essential when dealing with participants from nations with historically contentious relationships. Her efforts ensured students returned to their countries with a strong understanding of the United States Government and American culture. Her in-depth knowledge and close work with the Security Assistance community greatly contributed to the success of the program at the Defense Resources Management Institute, Monterey, and resulted in her selection as the United States Navy International Military Student Officer of the Year (Large Command), Fiscal Year 2014. Ms. Noyes' personal initiative and exceptional performance reflected credit upon her and were in keeping with the highest traditions of the United States Naval Service."

Ms. Noyes became DRMI's Administrative Officer on 1 September 2008 and former DRMI Executive Director Dr. Charles J. LaCivita appointed her as the IMSO. She attended the Security Assistance Management Training Officers' Course at the Defense Institute of Security Assistance Management (DISAM) at Wright-Patterson Air Force Base, OH in October 2008 and the Cross-Cultural Communications Course at the U.S. Air Force Special Operations School at Hurlburt Field, FL in November 2008. Additionally, she attended the 23<sup>rd</sup> and 24<sup>th</sup> IMSO Workshops in October 2009 and November 2010, respectively. (Due to previous conference attendance restrictions, however, there has not been an IMSO workshop in the last four years.)



Kathi Noyes

The 25<sup>th</sup> Maritime IMSO Workshop, which took place 16-19 September, focused on the theme "forward for enduring partnerships and back to basics." Ms. Yvonne Jacobsen, Navy International Programs Office; Ms. Kay Judkins, Defense Security Cooperation Agency; Ms. Janie Glover, NETSAFA; approximately 20 NETSAFA country program managers, and over 200 IMSOs from around the country attended the workshop.

## Recent DRMI Graduates



*Class Photo: FAO 14-1*



*Class Photo: MCDM 14-2*



Recent DRMI Graduates (cont.)



*Class Photo: RIDMC Indonesia 2014*



*Class Photo: SIDMC 2014*



**Recent DRMI Graduates (cont.)**



*Class Photo: DRMC 14-3*



*Class Photo: DRMC 14-4*



Recent DRMI Graduates (cont.)



*El Salvador MIDMC 2014*



*Tajikistan Defense Institution Building Workshop 2014*

## Additional DRMI Photos



*El Salvador MIDMC 2014*



*Honduras MIDMC 2014*



*Honduras MIDMC 2014*



## Additional DRMI Photos (cont.)



*Jordan Human Capital Resources Management Course 2014*



*SIDMC 2014 Graduation*



*SIDMC 2014 Graduation*



*Serbian Defense Institution Building Workshop 2014*



*Serbian Defense Institution Building Workshop 2014*

## Future Course Dates (FY2015)

- **6 Oct – 12 Dec 2014**  
International Defense Management Course (IDMC)
- **27 Oct – 7 Nov 2014**  
Multiple Criteria Decision Making Course (MCDM)
- **12-23 Jan 2015**  
Human Capital Resources Management (HCRM)
- **26 Jan – 6 Feb 2015**  
Risk Management Course
- **9 Feb – 17 Apr 2015**  
International Defense Management Course (IDMC)
- **16-20 Mar 2015**  
Performance Management and Budgeting (PMB)
- **20 Apr – 1 May 2015**  
Multiple Criteria Decision Making Course (MCDM)
- **20 Apr – 14 May 2015**  
Defense Resources Management Course (DRMC)
- **18 May– 12 Jun 2015**  
Defense Resources Management Course (DRMC)
- **27 May – 5 Jun 2015**  
Budget Preparation, Execution, and Accountability Course (BPEA)
- **15 Jun – 10 Jul 2015**  
Defense Resources Management Course (DRMC)
- **13-24 Jul 2015**  
Risk Management Course
- **3-27 Aug 2014**  
46<sup>th</sup> Senior International Defense Management Course (SIDMC)
- **31 Aug – 25 Sep 2015**  
Defense Resources Management Course (DRMC)

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## Endnotes

1. Stewart, Kenneth A. (2014, August 29). Military leaders converge on NPS to explore defense resources management. Retrieved from <http://www.nps.edu/About/News/Military-Leaders-Converge-on-NPS-to-Explore-Defense-Budgeting.html>
2. Ibid.
3. Ibid.



DEFENSE RESOURCES MANAGEMENT INSTITUTE